

Proposed Scope of Work

Project: Rainier Beach Neighborhood Capacity Building
Client: City of Seattle / Rainier Beach Neighborhood Advisory Committee
Timeframe: Oct. 1, 2011 – Jan. 31, 2012
Submitted by: Trang Tu, Tu Consulting

Project Objective: Develop an inclusive, effective and sustainable organizational / governance model that brings the Rainier Beach neighborhood together to implement its neighborhood plan, achieve its vision of a strong culturally and economically diverse neighborhood, and be prepared to receive significant support, including foundation support, to achieve its long-term goals.

1. Background *(drawn from client Initial draft scope)*

Rainier Beach, located in Southeast Seattle, is a neighborhood with many assets. There are the physical assets such as waterfront parks, a number of identifiable town centers, community center, library, four schools K-12, a performing arts center, transit, an emerging urban farm system, and over a dozen public art installations. Social and community assets abound: this is a community that deeply values its young people and has great cultural and economic diversity. Rainier Beach has gathering places, business districts, and community based organizations to support this broad diversity. And it understands that to retain a strong and inclusive neighborhood, goals must be pursued actively and holistically.

Beginning in the fall of 2010, the City of Seattle began working with community stakeholders to update the Rainier Beach Neighborhood Plan. Since this process began, over 700 people from at least ten cultures helped define the scope and priorities of the plan update. The challenge and opportunity is to create a model to drive and oversee the neighborhood's work that is at least as inclusive as those who participated during the update process (old and new activists), as well as long standing organizations. This will be the most effective way to implement the neighborhood plan in a manner that supports communities. The process is nearing its fourth and final phase, after which implementation of recommendations begins. To prepare for implementation, the City of Seattle and the Rainier Beach Neighborhood Advisory Committee wish to identify and develop an inclusive community organizational / governance model to oversee and drive ongoing implementation work and lay the groundwork for long-term investment in implementation. They seek consultant assistance in these tasks.

2. Products

This project will result in two primary products:

- An **inclusive, effective and sustainable organizational / governance model** that brings the Rainier Beach neighborhood into one accord to implement its neighborhood plan to achieve its vision of a strong culturally and economically diverse neighborhood
- Foundational **resource development elements** for cultivating long-term relationships with potential funders and investors (including a preliminary fund development plan; a 12-month grants calendar; introductions; and fund development materials).

3. Consultant Team & Roles

To tap specialized expertise in organizational development and fund development and gain efficiencies in carrying out project tasks, we propose a team approach with the following members and roles:

- **Trang Tu, Tu Consulting.** Trang brings experience in community research and planning; non-profit capacity building; and strategy development. She will lead the tasks related to research and formulation of an organizational / governance model (task 1 in the client draft scope). She will also provide overall project management, coordination and communication with the client.
- **Nanette Fok, Independent Consultant.** Nanette is a fund development consultant experienced in working with non-profits of all sizes and types. She is deeply engaged in community advocacy and civic engagement and will lead resource development tasks (task 2 in the client draft scope).
- **Mary Murray, MEMConsultants.** Mary is an organizational development consultant and Rainier Valley resident. She will research and provide strategic advising on organizational models.

4. Approach, Scope of Services & Schedule

Our proposed approach includes 3 sets of tasks related to: Organizational Infrastructure, Resource Development, and General Project Coordination & Communication. Each of these, their associated tasks, and timelines, are described below.

Organizational Infrastructure

The objective of this set of tasks is to produce an inclusive, effective and sustainable **organizational model, structure and process** to drive implementation of the neighborhood plan. The model will aim to effectively engage neighborhood and grassroots activists, institutions and diverse communities. And, it

will have flexibility and capacity to support neighborhood efforts across a broad range of issues and interests to achieve its vision of a culturally and economically diverse neighborhood (e.g. a shared multi-cultural community center or increased use of existing public spaces). Information gathered from multiple sources will inform the model and include community input, strategic conversations with community organizations, and research on effective practices and models elsewhere. The consultant will gather and synthesize data, present multiple options for client review, and narrow and refine a model of choice. Specific tasks are described below.

Task 1. Laying the Foundation (Oct 15). In consultation with the RBNAC sub-group and City staff, the consultant will finalize research and outreach questions and develop an outreach strategy and schedule.

Task 2. Gathering Community Input (Oct-Nov). Based on existing community capacity as evidenced by the number of existing organizations and on initial scoping conversations for this project, we suggest framing community input around the idea of exploring/considering a coalition structure, similar to the Rainier Beach Community Empowerment Coalition, to serve as the entity that convenes and elevates the work of implementing the neighborhood plan. This would allow for a concrete starting point for discussions and in terms of an organizational model, an existing Coalition can offer much in terms of established relationships, structure, and momentum. That said, it is also important to frame this concept as not presumed to be a “done deal”, so as to leave room for additional feedback, research and analysis about other possibilities or perspectives. With this focal point in mind, we suggest two tiers of community outreach: **focused outreach** to key stakeholders and **general outreach** to the neighborhood.

Focused outreach would be with key community organizations that might play a direct role in the organizational structure itself. These would focus on identifying organization(s) that could take on active roles given existing capacity and aspirations, what additional capacity and support are needed, and what community leaders or individuals might be involved. We suggest three levels of this focused outreach:

1. **With leadership of the Rainier Beach Community Empowerment Coalition** - to probe the Coalition’s desires and vision for taking on a lead role, strengths that can be tapped, areas for building organizational capacity and what support is needed.

2. **With current partners of the Coalition** – to understand their experiences as Coalition partners, what they see as strengths and areas for improvement, and what role their individual organizations might or would like to play in a potentially expanded Coalition. To be efficient in reaching out to all partners, we propose soliciting this feedback via survey. To maximize response rate, we ask that the survey be sent by Coalition leadership.
3. **With other key community organizations who are not Coalition partners** – to learn about their familiarity with and thoughts about the Coalition, and gauge their interest in the concept of an expanded Coalition. The budget includes up to 20 1-on-1 interviews which, when relevant, will also address organizational structure of a shared multi-cultural community center.

General outreach to neighborhood-based stakeholders will take 2 forms: project updates through the internet (i.e. Coalition website and emails), and a neighborhood Open House in January 2012.

1. **Project Updates** – We suggest 1 – 2 written updates November and December to 1) describe the project and purpose, and 2) share what is being learned from the research and input. To be efficient, we suggest that City staff or key RB NAC draft these with consultant review. Dissemination can include emails using the neighborhood plan update email list and posting on the Coalition’s website.
2. **Neighborhood Open House** – In January, the neighborhood plan update process includes an Open House. We recommend leveraging this opportunity to share the draft organizational model and results of the project with the neighborhood.

Task 3. Researching Effective Models & Practices (Oct-Nov). In addition to direct community input, we will conduct research to learn about effective practices and models from other places that could be relevant for Rainier Beach. The research will identify different overarching organizational / governance / leadership models (e.g. organizing existing groups, new entity, alliance, federation, etc), characteristics of an effective model, and methods for convening and maintaining the structure over time. This information will inform the discussion of if and how best to evolve or enhance a coalition model to most effectively serve the goals of Rainier Beach.

Task 4. Synthesis, Analysis & Recommendations (Dec-Jan). We will synthesize and summarize results of the research, community outreach and model development for review by RBNAC and City staff. Informed by input from RBNAC and staff, we will formulate draft recommendations / a refined model, and flesh out specifics such as who needs to be involved from the neighborhood (organizations and individuals), the role of each, and if/how the structure might evolve over time.

Resource Development

The objective of this set of tasks is to produce several foundational **resource development elements** for cultivating long-term relationships with potential funders. These will include a preliminary fund development plan, identification of potential funders in the form of a 12-month grants calendar, introductions, and fund development materials. Specific tasks are described below.

Task 5. Engaging Potential Funders (Oct-Nov). We propose two methods for engaging potential funders: 1-on-1 contact to target and begin cultivating relationships with potential long-term funders, and a funders forum. We suggest initiating both of these early in the project so that potential funders can observe and perhaps even in engage in some of the efforts that will shape the work going forward. This will increase funder interest and buy-in and ultimately, potential financial support. The consultant will identify and initiate contact with potential funders to engage them in discussions about interest in supporting neighborhood efforts, and to invite their participation in the funders forum. Their insights from the forum will help shape strategy going forward such as how best to approach funders and the content and format of fund development materials.

Task 6. Building a Preliminary Fund Development Plan (Dec). Informed by neighborhood goals, the proposed organizational / governance model, the need to sustain implementation of both, and input from potential funders, we will develop a preliminary fund development plan. This will serve as a strategic framework for efficiently tapping neighborhood capacity to pursue donor support over time. The plan will be the “roadmap” to ensure efficient use of neighborhood energy and time, strategic targeting of funders and investors, and ongoing tracking of progress in achieving resource development goals. The plan will include a 12-month grants calendar with potential donors at multiple levels.

Task 7. Crafting Resource Development Materials (Jan). To support resource development efforts going forward, we will draft and present introductory materials that can be used in interactions with potential funders. Likely to be in the form of a “case statement”, content will include description of overarching vision and goals, leadership structure, range of type and scope of support sought and other relevant information for funder consideration.

General Tasks

Task 8. Project Coordination and Communication. To ensure smooth coordination and lines of communication, we propose 4 meetings with the RBNAC sub-group and 2 meetings with the full RBNAC. This will allow for timely and meaningful feedback on draft products so that they can be refined and finalized on schedule. We have also built in time for coordination with City staff and among consultant team members. The diagram below maps out project milestones on a timeline.

Milestones & Timeline – RBNAC Neighborhood Capacity Project

